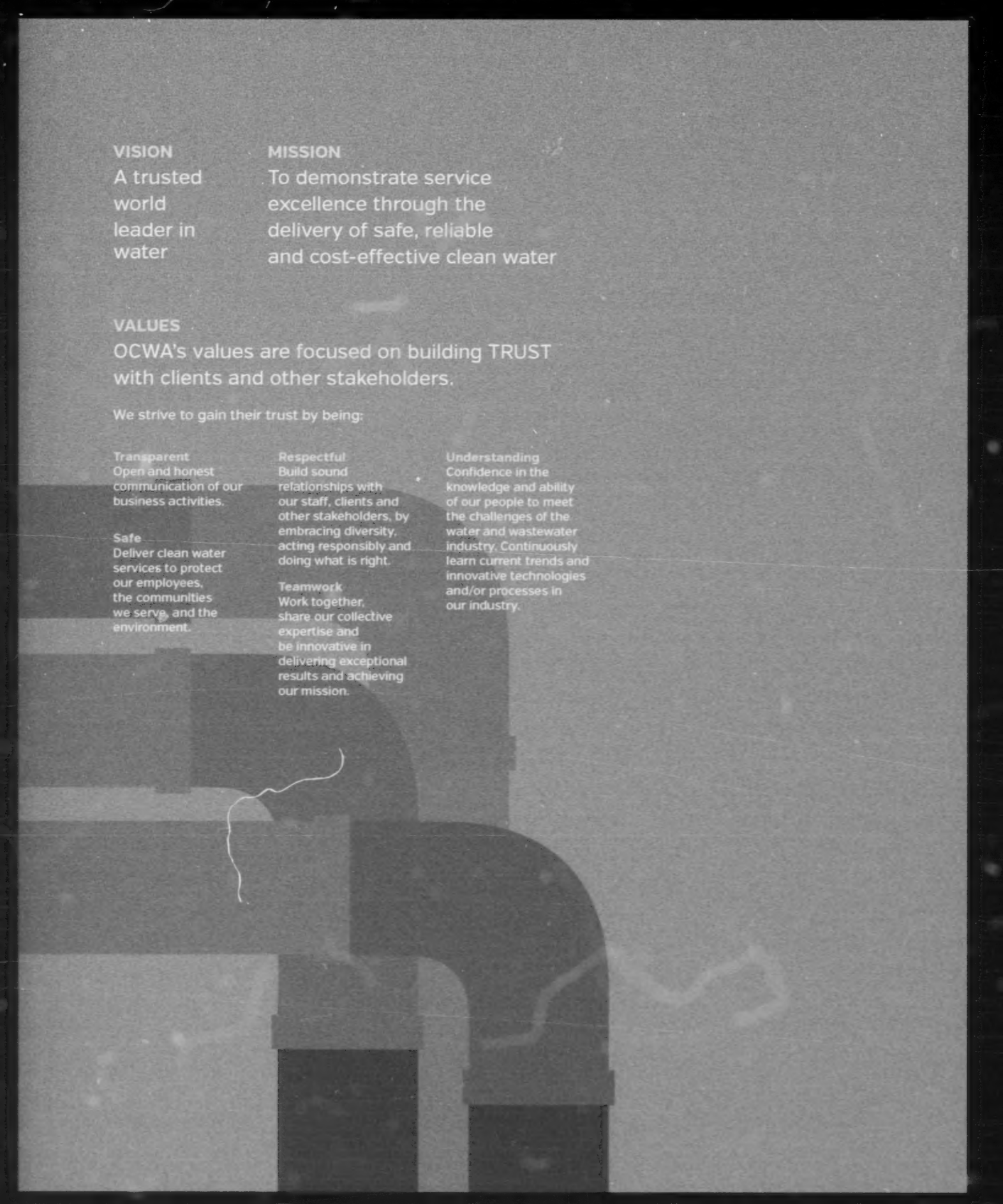
ONTARIO CLEAN WATER AGENCY
AGENCE ONTARIENNE DES EAUX

Annual Report 2015



VISION

A trusted world leader in water

MISSION

To demonstrate service excellence through the delivery of safe, reliable and cost-effective clean water

VALUES

OCWA's values are focused on building TRUST with clients and other stakeholders.

We strive to gain their trust by being:

Transparent
Open and honest communication of our business activities.

Safe
Deliver clean water services to protect our employees, the communities we serve, and the environment.

Respectful
Build sound relationships with our staff, clients and other stakeholders, by embracing diversity, acting responsibly and doing what is right.

Teamwork
Work together, share our collective expertise and be innovative in delivering exceptional results and achieving our mission.

Understanding
Confidence in the knowledge and ability of our people to meet the challenges of the water and wastewater industry. Continuously learn current trends and innovative technologies and/or processes in our industry.

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A Message from Michael Garrett

Chair of OCWA's Board of Directors

As Chair of the Board of Directors for the Ontario Clean Water Agency (OCWA), I am proud to be part of an independent and diverse skills-based Board comprised of individuals who are passionate about water and the role OCWA plays in protecting public health and the environment. For nearly eight years I have had the immense pleasure of witnessing the Agency's transformation into an organization that delivers complete solutions for all of our clients' water, wastewater and stormwater needs. Every day our unrivalled team of qualified and certified industry experts provides value to our clients that goes well beyond managing their water and wastewater facilities.

By taking an integrated approach to managing our clients' water, wastewater and stormwater systems that incorporates the full life-cycle of these critical assets, we are helping our clients to better allocate their funding resources, which is becoming increasingly important as Ontario municipalities face growing infrastructure investment needs. Our process, energy, and capital delivery teams work closely with our operations specialists in the field, identifying opportunities to reduce chemical and energy costs and helping them to plan and implement capital improvements and establish financial plans, including rate structures, that will help our clients to ensure the long-term sustainability of their systems.

Over the past two years OCWA has not only expanded the range of services that we deliver to our clients, but has also changed the ways in which we interact with clients and manage our internal operational support services. We are continually looking for better ways to manage our operations, improve our productivity, reduce costs and deliver better service to our clients. This focus on continuous improvement has enabled the Agency to operate more efficiently and provide better service to the communities that we serve across Ontario.

Our new Regional Hub structure reflects our commitment to meeting the needs of our clients, bringing our Regional Hub Managers closer to our clients, enabling them to build stronger relationships with each client and ensuring that clients receive the support required to optimize their water and wastewater systems. Likewise, the changes that we are continuing to make to our IT operational tools and processes through the OCWA Tools Evolution Program (OTEP) will enhance our operational efficiency, reducing costs and enabling us to deliver better service to our clients.

OCWA continues to be highly visible in the water sector, keeping abreast of the latest technical developments that show promise to deliver efficiencies or create business opportunities that are of value to our clients and the Province. Working with partners like the Southern Ontario Water Consortium (SOWC) and WaterTAP to support the development of Ontario water and wastewater technologies, we provide a frontline perspective on the needs of the water sector, especially municipalities, as it pertains to drinking water, wastewater and stormwater management.

OCWA continues to be highly visible in the water sector, keeping abreast of the latest technical developments that show promise to deliver efficiencies or create business opportunities that are of value to our clients and the Province.

Protecting the environment and supporting the communities in which we live and work continue to be high priorities for the Agency. We're continuing to educate the public about the importance of protecting our water sources, the role that the Great Lakes play in our environment and strategies for adapting to climate change through our community outreach programs, the "I Don't Flush" awareness campaign and the OneWater® educational program. We're also working closely with our clients to minimize the environmental impact of water and wastewater treatment processes while addressing pressing issues like climate change by reducing the energy required to run their facilities.

The Board is very supportive of the strategies that OCWA's Executive Management Team has put in place to meet the needs of our clients and the people of Ontario. We commend their efforts, along with those of our dedicated staff across the province who provide round the clock client support every day of the year and continually deliver value to everyone that we serve.

Introduction from Rob Andrews

OCWA's President and CEO

2015 was another exciting year for OCWA. When I joined the Agency two years ago, I saw great potential to build on our strength as world-class operations and maintenance service provider by expanding the range of value-added services we deliver to meet our clients' water, wastewater and stormwater needs, both now and in the future. This past year we have made significant progress towards realizing that potential.

Serving the needs of Ontario municipalities and First Nation communities continues to be our number one priority. We work hard to meet the needs of our clients, providing "Total Solutions" to their water, wastewater and stormwater concerns and helping to ensure the long-term sustainability of their systems. By working with clients to plan for, finance and maintain their assets, we provide an efficient and cost-effective path for communities to build and maintain resilient infrastructure that ensures the safety of drinking water, minimizes the environmental impact of wastewater effluent and optimizes stormwater management.

Delivering superior service requires a depth of skill and experience and a true understanding of client needs. Late last year we completed two key steps in our organizational transformation: introducing our new Regional Hub structure and restructuring our Senior Leadership Team to place a greater focus on operations and client support.

These changes enhance our ability to effectively deliver a complete range of services to our clients, from operations and maintenance to financing and capital planning to small and large scale infrastructure improvement projects – capacity increases, process upgrades and improvements in energy efficiency.

Our focus on delivering exceptional service includes a commitment to investing in our employees and the information technology tools that they rely on to serve our clients' needs. Implementation of our industry-leading information technology systems continued across the Agency throughout the year, with the roll-out of our new Process Data Management (PDM) system completed along with a pilot of our new Work Management System (WMS). These tools will allow our operators to easily manage every aspect of our clients' water and wastewater systems. We also continued to invest in succession planning, career development and employee learning programs, helping to develop the next generation of OCWA Operators and leaders.

OCWA's two community outreach and education programs, the OCWA OneWater® Educational Program and the "I Don't Flush" awareness campaign continued to build momentum in 2015. Thanks to a very dedicated group of OCWA staff, approximately 800 grade eight students from 16 client communities across Ontario will have participated in the OneWater® Program by the end of the 2015/16 school year. The "I Don't Flush" campaign resulted in over 30 million media impressions, and more importantly, a 10% increase in pharmaceutical take-backs in targeted regions across Ontario.

I'm very pleased by the degree to which these strategies are already delivering results. We increased our total revenue by 5.3% in 2015 while controlling corporate expenses, resulting in a Net Income of $3.6 million, which is above plan for the year. Our clients have also been very receptive to the changes that we are making. I routinely receive positive feedback from my municipal and industry contacts about OCWA's commitment to client service and our current direction. This enhances my confidence that the OCWA that we are creating now will benefit our clients and the people of Ontario for many years to come.

By working with clients to plan for, finance and maintain their assets, we provide an efficient and cost-effective path for communities to build and maintain resilient infrastructure that ensures the safety of drinking water, minimizes the environmental impact of wastewater effluent and optimizes stormwater management.

Our Organization

OCWA was established in 1993 as an agency of the Province of Ontario with a mandate to provide water, wastewater and other related services to our clients in a manner that protects human health and the environment and encourages the conservation of water resources. Since that time we have delivered a wide range of water and wastewater services to over 180 municipal, institutional, commercial and First Nation clients across the province of Ontario.

We operate more than 800 water and wastewater treatment facilities and associated collection and distribution systems on behalf of our clients – more than any other operator in Canada.

OCWA has an unmatched ability to deliver excellent compliance and safety performance across diverse regions, technologies and facility sizes. Our people treat water, wastewater and stormwater for populations as large as 1.3 million in the Region of Peel and as small as 2,400 in Moose Factory, where the facility is operated remotely from Kirkland Lake.

Over 90% of our employees are directly involved in developing, selling and delivering customer solutions. We deliver our services through a hub/satellite structure as part of our approach to ensuring cost-effective operations, which helps facilitate the efficient sharing of management, administration and operational systems to benefit our clients.

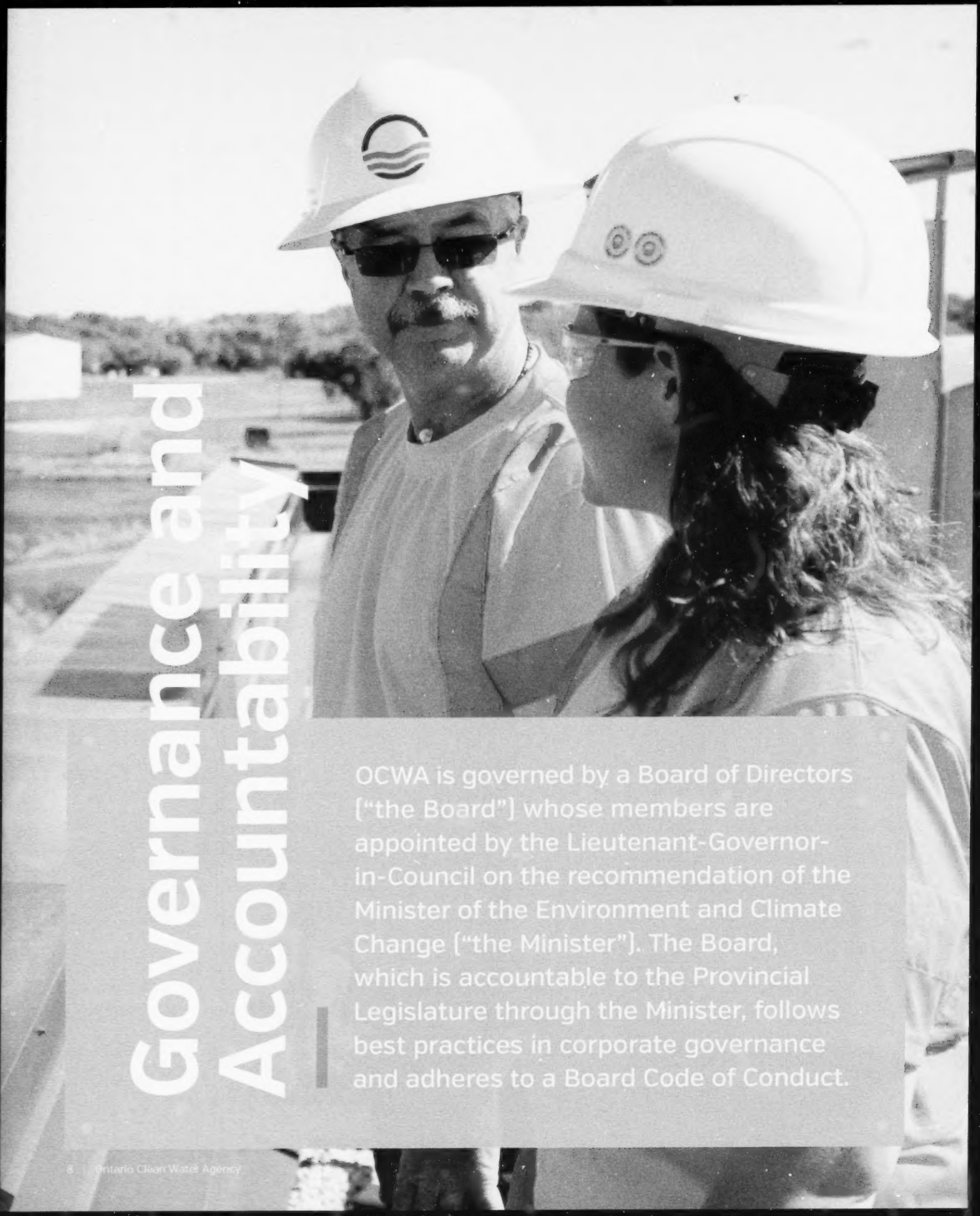
In addition to operations and maintenance, which is our core business, we offer our clients a broad array of related services, including financing, planning, engineering, construction, training and other technical and advisory services such as process optimization, energy management and asset management. Our goal is to assist our clients in managing their water and wastewater facilities and associated distribution and collection systems at every stage of the asset lifecycle and to help them ensure the sustainability of their water and wastewater systems. In everything we do, we are steadfastly committed to implementing innovative technologies, processes and solutions aimed at improving operational efficiency and reliability.

Given our role as a public Agency, the protection of public health and safety is our top priority. Our specially-equipped and highly-trained emergency response teams are available 24 hours a day to provide immediate response to water or wastewater emergencies throughout Ontario, providing an essential resource to the Province. With locations across Ontario, we are always nearby, ready and able to provide emergency resources should the need arise. We also support the Province of Ontario in safeguarding drinking water for the people of Ontario by providing training services for water operators on behalf of the Walkerton Clean Water Centre.

We meet the objectives of the Water Opportunities Act, 2010 by working to promote, develop, test, demonstrate and commercialize clean water technologies. Across Canada and around the world, a combination of aging infrastructure and escalating capital and rehabilitation costs are forcing water utilities to find ways to do more with less. Fortunately, OCWA is well positioned to help make Ontario a world leader for water technology by connecting promising technologies with full scale pilot sites.

We're also innovating in the area of information management. OCWA is implementing an integrated information technology system to automate the collection, analysis and control of water and wastewater facility information across one of the largest wide area networks in Canada. Our goal is to ensure that our operational staff and our clients have ready access to up-to-date information on all of the facilities that we operate.

We believe that OCWA's success with these initiatives will help the Province to conserve and sustain our water resources for present and future generations, protect the health of Ontario residents and strengthen Ontario's position as a leading global exporter of water technology products and services.



Governance and Accountability

OCWA is governed by a Board of Directors ("the Board") whose members are appointed by the Lieutenant-Governor-in-Council on the recommendation of the Minister of the Environment and Climate Change ("the Minister"). The Board, which is accountable to the Provincial Legislature through the Minister, follows best practices in corporate governance and adheres to a Board Code of Conduct.

OCWA's governance structure, powers and responsibilities are set out in the Capital Investment Plan Act, 1993 (CIPA). A Memorandum of Understanding (MOU) with the Ministry of the Environment and Climate Change (MOECC) further clarifies the Agency's roles and duties. We manage our operations in a manner that is fair, ethical and transparent, providing the best overall value for our various stakeholders, thereby ensuring accountability to our clients, the government and the citizens of Ontario.

The Board is responsible for setting the Agency's strategic direction, monitoring overall performance and ensuring appropriate systems and controls are in place in accordance with the Agency's governing documents. To help fulfill its mandate and oversight responsibilities, the Board has established three standing committees, the Audit and Finance Committee (AFC), the Compliance and Operational Risk Management Committee (CORM) and the Governance and Nominating Committee (GNC). Quarterly Board and Committee meetings are complemented by at least one annual strategic planning session and the establishment of Board Task Forces to oversee the implementation of significant Agency initiatives such as OTEP, First Nations services, the development of annual budgets and our current organizational review.

The need to manage risk is critical in the water sector, which is why we have established a comprehensive Enterprise Risk Management (ERM) Framework and Policy, aligned with the requirements set out in the Ontario Public Service (OPS) Agencies and Appointments Directive and based on best practices in the water industry. We regularly identify, assess, manage, and monitor key risks, which are reviewed by our Executive Management Team (EMT) and reported to the Board. The Board and EMT perform an assessment of enterprise risks and review and approve the ERM Program and Policy each year. Updates on OCWA's key risks and action plans to address the risks are also provided to CORM and the Board on a quarterly basis.

Accountability

OCWA is committed to maintaining accountability to our clients, the province and the public. To achieve this we:

- Report on facility performance to our employees, clients and stakeholders;
- Publicly post the Agency's MOU with the MOECC;
- Generate a publicly available Annual Report that is approved by the Minister of the Environment and Climate Change and tabled in the Provincial Legislature;
- Produce a three-year Business Plan which is submitted annually to the Minister of the Environment and Climate Change for approval and posted publicly;
- Conduct regular internal audits;
- Have annual attest audits conducted by the Office of the Auditor General and periodic Value for Money audits;
- Undergo a mandate review every seven years;
- Comply with the Freedom of Information and Protection of Privacy Act; and
- Comply with Ontario Public Service policies and directives, including the Agencies and Appointments Directive, the Public Sector Expense Review Act, 2009, which requires public disclosure of expenses on the Agency's website, the Public Sector Compensation Restraint to Protect Public Services Act, 2010, the Perquisites Directive and the Procurement Directive.

Delivering Value to Our Clients

Providing Total Solutions

OCWA's approach to managing client relationships goes well beyond the delivery of operation and maintenance services. As total solutions providers, we work in partnership with our clients to manage every aspect of their water, wastewater and stormwater systems, helping them to maximize the capacity of their systems and ensure the long-term sustainability of their infrastructure.

By identifying process improvements and opportunities to reduce energy consumption, we help our clients reduce operation and maintenance costs and increase the capacity of their existing infrastructure, potentially deferring the need for costly expansions. We work with them to meet pressing needs, like replacing aging water and wastewater infrastructure assets and managing the resiliency of their infrastructure through severe weather events brought about by climate change, and help them to develop "State of Good Repair" asset management plans, including long-term financial plans and rate impacts, which leave them better prepared for the future.

As part of our commitment to delivering exceptional value to our clients, we recently restructured our operations to bring our Regional Hub Managers closer to our clients. This enables them to build stronger relationships with each client and ensure that they receive the high level of service that they require for their water and wastewater systems.

Our Regional Hub Managers are highly skilled technical experts who work with our clients to identify and address water, wastewater and stormwater issues. Leveraging this expertise, they can quickly and competently manage the municipal infrastructure capital project delivery process, which is a major asset to communities that are not able to employ or retain city engineers and do not have immediate access to such expertise.

Helping Clients Reduce Energy Consumption

Water and wastewater treatment is a complex process with many factors that influence energy consumption. OCWA's energy and operations specialists leverage knowledge gained from operating water and wastewater treatment plants across Ontario to accurately assess current energy consumption, estimate potential savings and recommend solutions that will yield the best return on investment.

We look primarily at process-related energy consumption and operational efficiencies that can be gained through optimization or equipment retrofits. Once changes are made, we offer our clients a pay-for-performance incentive for every kilowatt hour of verified annual energy savings from the project, to a maximum of 50% of eligible project costs. The funding for the incentive payments is made possible through financial support from the Independent Electricity System Operator (IESO). Continued...

100
Ontario municipalities have accessed OCWA's energy services

47 energy implementation projects completed to date

$1.2M
in annual electricity cost savings to client municipalities

$857,542
provided to clients in incentive payments through the IESO saveONenergy program

Helping Clients Reduce Energy Consumption (cont'd)

OCWA's Energy team has completed 47 medium and large energy projects to date, which have resulted in 8,011 MWh of annual energy savings. That's the equivalent of reducing greenhouse gas (GHG) emissions by 5,585 metric tons – or taking 1,176 cars off of the roads. These projects have resulted in $1.2 million in annual energy cost savings for OCWA client municipalities, with projected lifetime savings of $12 million. When the $857,400 that clients received in incentives is factored in, the payback for each project ranged from one to seven years.

In addition to the energy projects that have been completed, 20 energy audits and engineering studies were conducted that identified an additional 15,000 MWh of estimated energy savings. As we move forward with our Energy program we will work with our clients to implement these and other future recommendations.

8,011 MWh

in annual energy savings
= 5,585 Metric Tons GHG reduction
= taking 1,176 cars off of the roads

The Town of Wasaga Beach strives to improve sustainability and is appreciative of our relationship with OCWA. The annual cost savings of $90,735 demonstrates the decision to replace the conventional blowers with a high efficiency turbo blower was financially, operationally and environmentally sound. We look forward to our continued partnership ensuring a safe, efficient and modern wastewater treatment plant for the residents of Wasaga Beach.

Brian Smith, Mayor, Town of Wasaga Beach

Helping Wasaga Beach Become More Energy Efficient

Helping clients to improve the efficiency of their water and wastewater facilities and reduce their overall costs is an integral part of OCWA's approach to customer service and one of the most significant ways that we deliver value beyond operation and maintenance. The Town of Wasaga Beach is one of the clients with whom we are working closely to improve their water and wastewater infrastructure.

In 2014, OCWA's Energy team conducted an energy audit for the Wasaga Wastewater Treatment Plant that identified opportunities for energy savings and process efficiencies in the plant, including replacing the facility's old and inefficient blowers with a high efficiency turbo blower. A typical biological wastewater treatment process uses aerobic organisms to break down the waste. These organisms require oxygen which is delivered to the treatment plant by one or more blowers that are often responsible for up to 60% of a plant's total energy consumption. Recent innovations in blower design have dramatically reduced energy consumption. These new turbo blowers incorporate jet engine technologies to eliminate friction, reduce maintenance and deliver more air using less electricity.

A business case to install the new turbo blower was presented to Town and approved in early 2015. Once the new blower was in place, measurements were taken to verify the resulting annual energy savings. The savings were determined to be 604,900kWh/year, which will result in annual energy cost savings of $90,735 for the Town. Factoring in the $29,679 in incentives that the Town received from IESO and Wasaga Beach Distribution Inc., energy savings from the blower will enable the Town to pay back the $277,140 cost to remove the old blowers and install the new blower in a little under three years.

Finding opportunities for energy savings is just one of the ways in which we are helping Wasaga Beach. We are currently working with the Town to prepare a capital condition assessment plan that will guide the Town in managing and maintaining its water and wastewater assets for the next decade. We are also looking for opportunities to increase the efficiency of our operations and share the savings with the Town. Our dedication to providing added value for our clients is one of the reasons why the Town made the decision to renew their contact with us for another ten years. We value the trust that they have placed in OCWA and are committed to continually delivering on it in the years to come.

Working With the Region of Peel to Increase Efficiency

Working as partners to improve the quality and efficiency of water and wastewater treatment has always come naturally for OCWA and our largest client, the Region of Peel. Our work with the Region includes the operation and maintenance of water, wastewater, distribution and collection systems that serve nearly 1.3 million people, including some of the largest and most sophisticated facilities in North America.

Over the past decade, the Region has invested approximately $1.75 billion upgrading its water and wastewater systems to their current state-of-the-art condition. OCWA has worked closely with the Region to manage these massive construction projects, ensuring that long-term operational requirements are taken into consideration starting early in the design phase and continuing through each successive implementation phase.

OCWA staff in the Region of Peel work hard to support the Region in reducing energy consumption, protecting the environment and ensuring public health. Our team includes dedicated process and energy experts who are continually looking to make improvements to the ways in which the Peel facilities are managed. These experts review the processes and chemicals used in the Region's water and wastewater treatment facilities to determine which options provide the best assurance of public health and environmental protection while controlling overall operating costs.

Since 2009, we have worked closely with the Region to optimize operational processes and implement facility energy saving upgrades that have helped the Region to save nearly $5 million in energy costs. This includes a number of energy initiatives that have been implemented at the Clarkson Wastewater Treatment Plant that reduce the need for reliance on fossil fuels, positively contributing towards the reduction of greenhouse gas emissions in Ontario. These projects include the installation of 'Sun Flower' solar panels, a micro-hydro turbine project where electrical energy produced from the water fall exiting the plant is used within the facility to offset power obtained from the grid, and a cogeneration project in which methane gas from facility digesters is used to generate plant heat.

OCWA's commitment to supporting the Region in the continuous improvement of its facilities has helped it to become a leading proponent for the development of water technologies and other innovative initiatives. Many new water and wastewater technologies have been tested and piloted in Peel facilities, providing the real world validation that companies need to move forward with commercializing their products and services. Other innovations, like the energy recovery projects described above, and the use of ash from biosolids incineration to produce bricks at a manufacturing facility in Brampton, are helping to reduce the amount of waste produced through operation of the facilities.

Together, OCWA and the Region of Peel have helped to place the Region's water and wastewater systems at the forefront of the industry, attracting attention from all over the world with delegations touring the facilities and keen to share ideas.

For more than twenty years OCWA and the Region of Peel have worked together to ensure that the water running from Peel taps is safe to drink and the Region's wastewater is managed in an environmentally responsible fashion. The OCWA – Peel partnership brings together our complementary areas of expertise and has resulted in many outstanding successes over the years.

Anthony Parente, Director, Wastewater, Region of Peel

Working Smarter Through Technology

For the past few years we have enhanced our information technology infrastructure so that our highly-skilled operators can serve our clients more efficiently and effectively. The OCWA Tools Evolution Program (OTEP) brings together a number of different operational tools and systems that allow our operators to manage every aspect of our clients' water and wastewater systems.

OTEP implementation continued in 2015, with the roll-out of the Agency's new Process Data Management (PDM) system completed in the early part of the year and implementation of the Agency's new Work Management System (WMS) initiated, along with implementation of a handheld system solution.

OCWA's PDM system is used to store and analyze key operations and compliance data and provide operators with easy access to key information, including real-time data and trends that can easily be shared with clients, while the WMS allows us to better manage our work and maintain and manage our clients' assets. When integrated with facility Supervisory Control and Data Acquisition (SCADA) systems, which allow operators to monitor, control and record virtually every aspect of process operations in our clients' facilities, these tools help our staff to assess overall system efficiency, track productivity, identify potential facility improvements and manage costs such as chemical and energy consumption.

A key element of OTEP is the use of mobile technology. Using handheld devices such as smartphones, OCWA operators can remotely monitor and control client facilities and address alarms at any time from wherever they are, without having to travel to the facility, ensuring that issues are dealt with as quickly as possible. This enhances the quality of service that we deliver to our clients, providing them with reassurance that someone is always on hand to oversee the operation of their facilities, while helping to manage their overall operational costs.

OCWA's new Work Management System has streamlined our capital planning process, allowing for turnkey completion from the planning stage right through to client approvals and implementation. The reporting tool saves time and produces clear documentation for both in house needs and client commitments.

Jeff St. Pierre, Regional Hub Manager, Northwestern Regional Hub

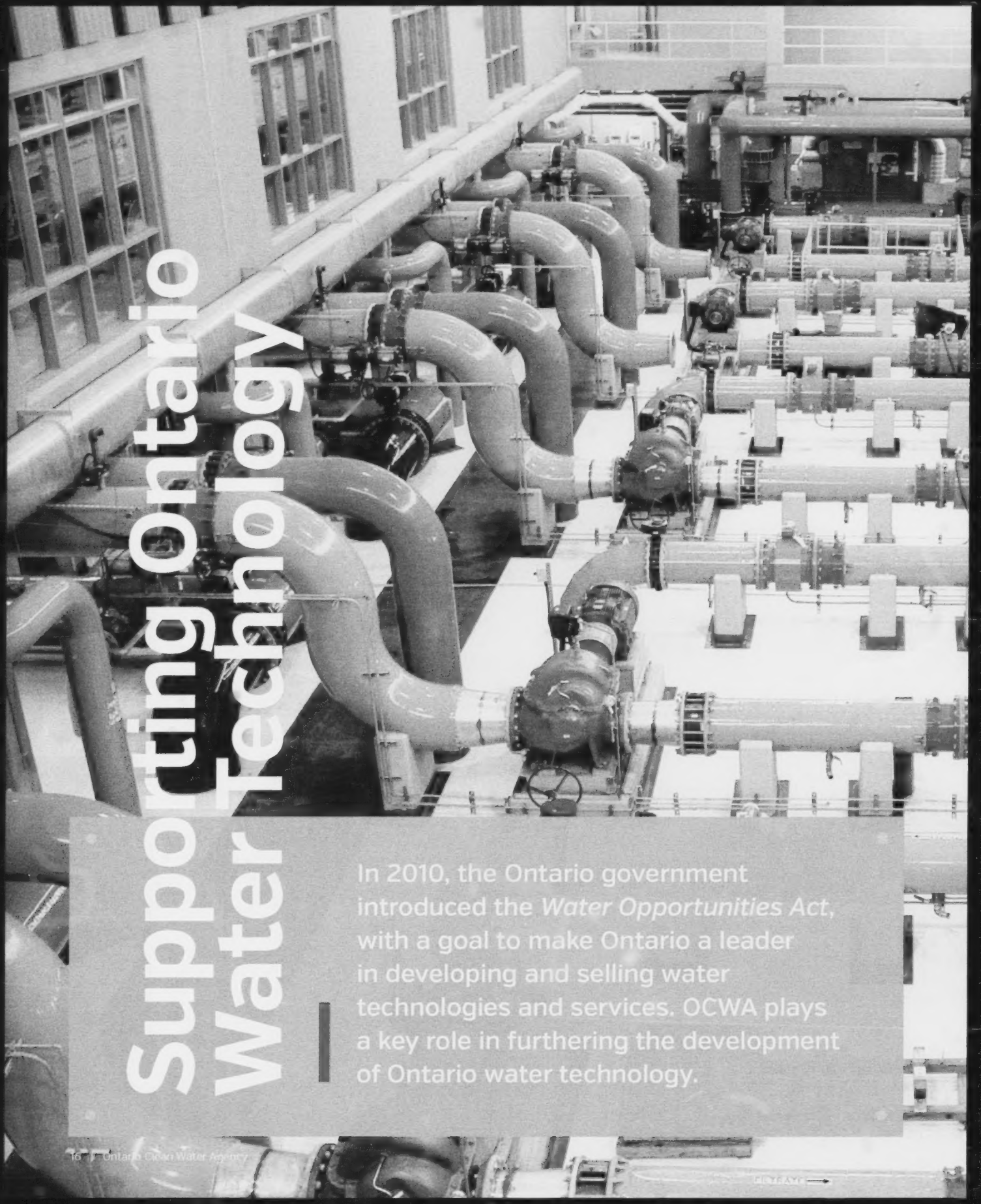
Using Technology to Build a Better Asset Management Program

Water, wastewater and stormwater infrastructure represent a significant investment for most Ontario municipalities, particularly for smaller municipalities with limited financial resources. OCWA's specialized team of asset management experts recognizes the importance of maximizing the value and lifespan of these critical infrastructure assets for our clients. Working closely with our operations and information technology specialists, we have developed a comprehensive asset management program that combines best maintenance practices with world-leading technology to enhance the operating health and life-expectancy of our clients' assets.

OCWA operators collect massive amounts of data about the water and wastewater systems they operate during the course of a year – gaining extensive knowledge of what's working well, what's problematic, and what's due for upgrade or replacement. Much of the data is collected through IT infrastructure and software that OCWA developed specifically to support the unique needs of municipal water and wastewater systems. Data is compiled and presented annually to each client as a list of potential capital projects aimed at improving system performance in several areas, including process control, reliability, energy efficiency and sustainability.

The enhancements that we have made to our WMS and the introduction of handheld technology have enabled us to significantly improve the way in which we manage and maintain our clients' assets. Our new WMS helps us analyze asset performance, recommend rehabilitation and renewal investments and ensure that the assets we care for on behalf of our clients are sustainable, thereby reducing maintenance costs and minimizing risks such as unplanned equipment failure. The system also provides the capability for clients to have more direct information about their assets and the performance of their facilities.

The use of handheld – or mobile – technology, gives our staff access to key information and recording capabilities anywhere they work, improving their ability to understand and manage water and wastewater systems and make fast, informed decisions. By reducing duplicate data entry, automating workflows, and reducing requirements for paper records, the use of mobile technology allows our staff to spend more time on analysis than administration, bringing greater value to our clients.



Supporting Ontario Water Technology

In 2010, the Ontario government introduced the *Water Opportunities Act*, with a goal to make Ontario a leader in developing and selling water technologies and services. OCWA plays a key role in furthering the development of Ontario water technology.

OCWA is highly visible in the water industry, keeping abreast of the latest technical developments that show promise to deliver value to our clients and create business opportunities in Ontario. Our understanding of the needs of the water sector, especially municipalities, from a front line perspective provides us with unique insight into the practical application of new and innovative ideas and products.

Working collaboratively with our clients, Ontario technology companies and partners like the Southern Ontario Water Consortium (SOWC), WaterTAP, the Walkerton Clean Water Centre and the Centre for Alternative Wastewater Technology at Fleming College, we identify technology solutions that address challenges facing the municipal water sector and connect them with specific locations where the solutions can be tested.

OCWA's support to test and validate the PeCOD technology in a variety of analysis points is critical to proving the technology and bridging the gap from early adopters to sustained users with significant financial and sustainable value. OCWA's work and communication throughout their customer base about this value will create new opportunities and grow revenues allowing MANTECH to expand operations and increase jobs in Ontario. It is also critical to our export market opportunities to showcase the OCWA success leading to significant job, revenue and profit growth. Thank you OCWA!"

Robert Menegotto, President and CEO, MANTECH

Ontario Technology Success Story – Mantech PeCOD

One of the Ontario technology companies that OCWA has helped to support is MANTECH, a Guelph-based manufacturer of water quality analyzers. In 2015, MANTECH approached OCWA with a request to test PeCOD, its new chemical oxygen demand (COD) analyzer at the Clarkson Wastewater Treatment Facility in the Region of Peel.

COD tests measure organic contaminants in water, a test used in wastewater facilities to determine treatment efficiency and discharge compliance. Traditional COD analysis is a time consuming process requiring the use of hazardous chemicals such as potassium dichromate and mercury. MANTECH's PeCOD analyzer provides accurate results in 15 minutes without the use of harmful chemicals, enabling wastewater treatment operators to make quick adjustments to their systems, which can result in substantial chemical and energy savings.

Recognized by the Water's Next national awards program as their 2015 Wastewater Technology Award winner, and referred to by the selection panel as a "game changer", PeCOD is a great example of how the province of Ontario's investment in the development of innovative water technology is paying off. The BLOOM Centre for Sustainability, SOWC and WaterTAP all played vital roles in testing and validating the technology. The Ministry of the Environment and Climate Change's validation of PeCOD as an approved testing method based on OCWA and the Region of Peel's testing in a real world setting positioned MANTECH as a global leader in the wastewater field, with potential for application of PeCOD technology around the world.

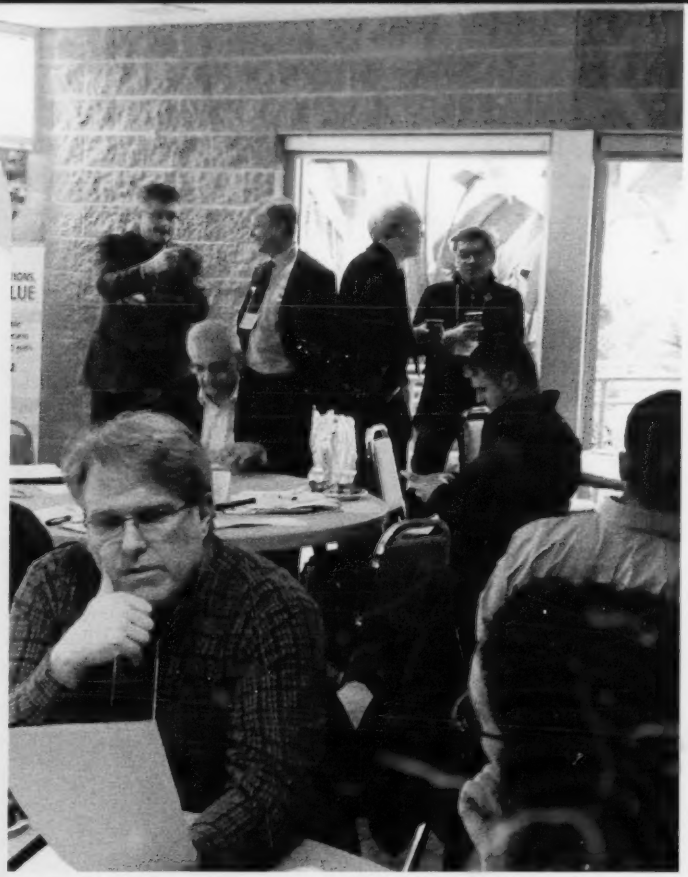
Working with SOWC to Advance Ontario Water Technology

Working together, OCWA and the SOWC are helping to boost Ontario's role as a global leader in the advancement of water technology.

In 2015, OCWA entered into a Memorandum of Understanding (MOU) with SOWC to support the research, development, demonstration and promotion of emerging water technologies in Ontario, something both of our organizations are passionate about. The MOU brings SOWC's research and demonstration capacity together with OCWA's technical expertise operating and maintaining water and wastewater facilities to help Ontario water technology companies pilot new technologies and introduce them in the marketplace.

Operating hundreds of facilities across the province, OCWA is well-positioned to identify operational challenges that would benefit from innovative solutions and partner with our clients to conduct full scale pilot demonstrations for new technology – a crucial step in the overall innovation process. In some cases, a technology may not be at the stage where it can be piloted with a first client in an actual municipal plant, which is where SOWC comes in. SOWC brings access to the leading innovations in water technology, testing and demonstrating new technologies in an environment that mimics the real world so that researchers and industry can make the necessary developments to move them forward on the path towards commercialization.

The OCWA/SOWC partnership provides benefits for both municipalities and technology companies: municipalities receive improved access to the latest developments in water technology innovations, while companies benefit by advancing their technologies. OCWA can refer companies to SOWC to do the testing and demonstration required before their products are ready for full-scale pilots. SOWC can also make referrals to OCWA and help companies advance their technologies by connecting them to potential municipal clients.



OCWA and SOWC host "Getting to Net Zero" workshop in London Ontario.

We are excited to work with OCWA to foster engagement between municipalities, industry and researchers. It will reinforce that Ontario is a leader and that there is support in place here to help successfully advance technologies.

Brenda Lucas, Executive Director, Southern Ontario Water Consortium

OCWA: A Total Solutions Provider

Asset Management

Our full range of technical and advisory services help our clients extend the life of their facility assets, leading to cost-savings, process efficiencies, and long-term sustainability.

Resiliency Planning

We work with clients to ensure that their water and wastewater systems can withstand the effects of extreme weather events brought about by climate change, like flooding and severe winter storms.

Protecting Water

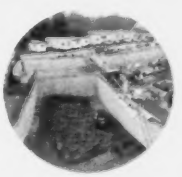
Our commitment to the environment means our operators protect water from source to tap – and back again. We ensure water coming out of clients' facilities is clean and safe, and that water returning to Ontario's lakes meets the highest environmental standards.

Process Optimization

Our expert operations and engineering staff work with our clients to identify process improvements and energy savings opportunities that will help increase the capacity of their existing infrastructure, potentially delaying costly upgrades.

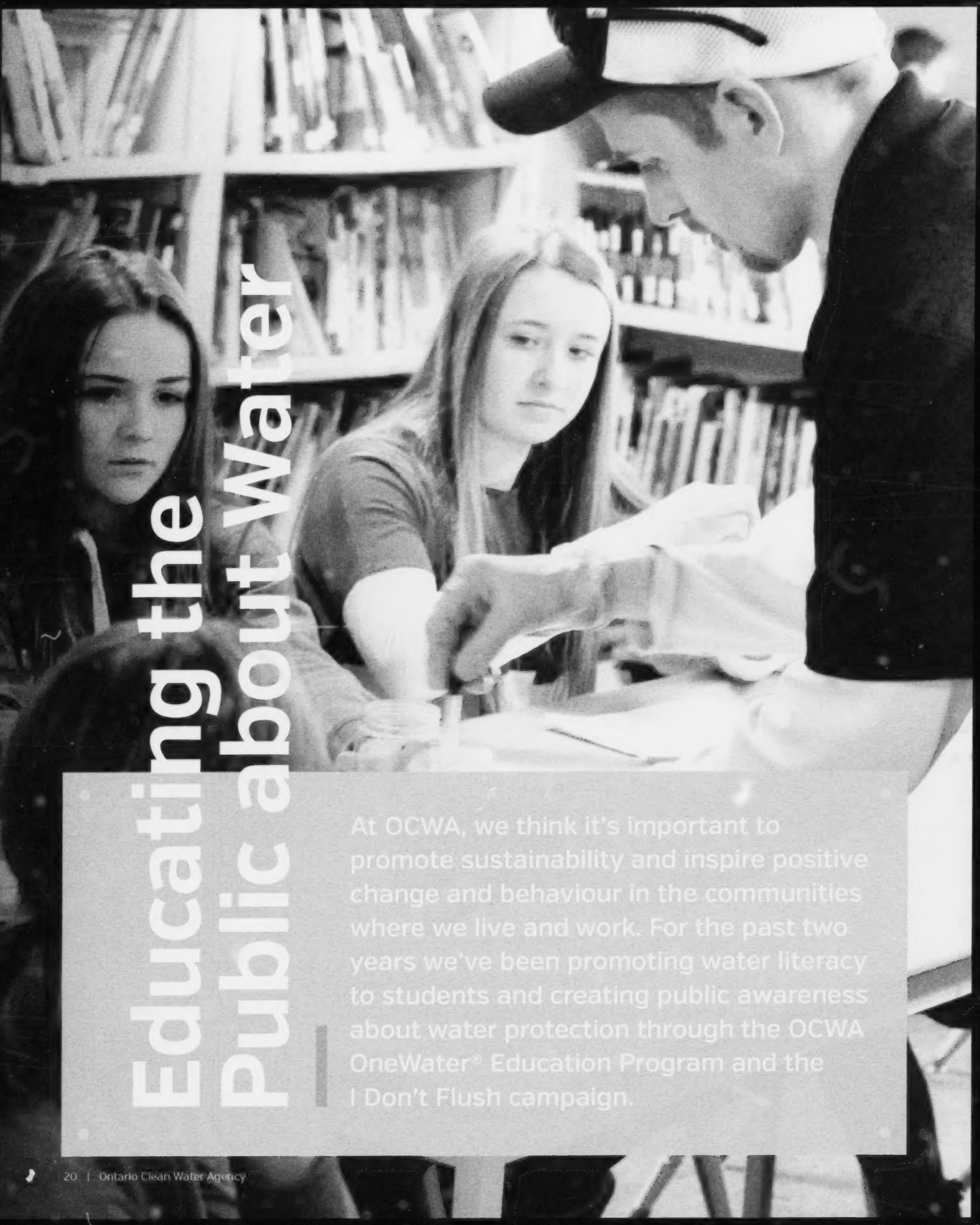
Managing Linear Assets

We assess and maintain our clients' infrastructure and equipment – both above and below ground. Our team of fully-equipped and certified staff can work with clients to customize a program to support their water distribution and wastewater collection needs.



Capital Planning

Our expert operations and engineering staff help clients to develop and implement long-term capital plans, including financial plans and rate impacts, that will ensure the sustainability of their water and wastewater systems.



Educating the Public about Water

At OCWA, we think it's important to promote sustainability and inspire positive change and behaviour in the communities where we live and work. For the past two years we've been promoting water literacy to students and creating public awareness about water protection through the OCWA OneWater® Education Program and the I Don't Flush campaign.

OneWater®

The OCWA OneWater® Education Program teaches students the value of water by demonstrating how water and wastewater is treated in their local community, and also provides them with the necessary tools and learning to be good stewards of their environment. By bringing OCWA water operators together with teachers and incorporating hands-on demonstrations that illustrate the treatment process, OneWater® provides a unique learning opportunity for student participants. The program, aligned primarily with the Ontario curriculum for Grade 8 science and technology, was piloted in the 2014/15 school year and is now in place in schools in 16 OCWA client communities across the province.

By the end of the 2015/16 school year, approximately 800 students will have participated in OneWater®. Feedback from teachers and students has been extremely positive. In a survey of students that participated in the program, 89% responded that they knew more about their local water system and how it works than they did before going through the OneWater® Program. As well, 82% of the students said they were better informed about what should and should not be put down toilets or drains after their classroom visit by the OCWA Operator.

responded that they knew more about their local water system and how it works than they did before going through OneWater®

of the students said they were better informed about what should and should not be put down toilets or drains after their classroom visit by the OCWA Operator

Our family has stopped flushing unnecessary things down the drain and has tried to use less water.

My family, after looking at the OneWater® booklet, does not put anything that is not safe for the environment down the drain.

Grade 8 students,
OCWA OneWater® Education Program Pilot

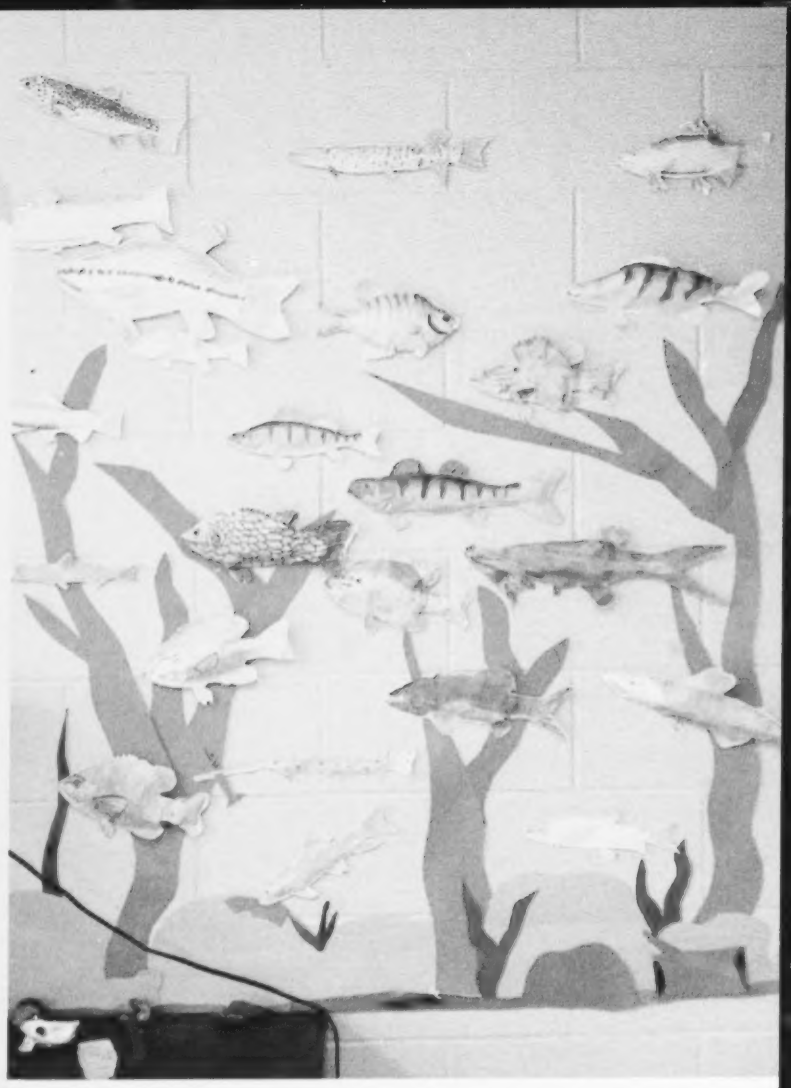
The Changing Great Lakes

The health of the Great Lakes affects the health of everyone in Ontario. More than 80% of Ontarians live in communities that get their drinking water from the Great Lakes, which contain almost 20% of the world's surface freshwater and are home to more than 4000 species of plants, fish and wildlife. The Great Lakes are being impacted from all sides: population growth, invasive species, pollution from agricultural and industrial use, shoreline erosion and wetlands eradication, but most of all – climate change.

The Changing Great Lakes education module, part of OCWA's OneWater® Education Program, was piloted at the end of 2015 with the goal of enhancing understanding of climate change and how it impacts the Great Lakes. The module engages students, households and communities in taking action – putting into motion strategies that need to be implemented now for the long-term safety, security and sustainability of the Great Lakes.

Developed with input from experts at the Ministry of Environment and Climate Change to meet the expectations of Ontario's 2013 Geography curriculum, the Changing Great Lakes module uses an inquiry-based approach to help students in Grades 7 and 8 formulate questions, gather and organize evidence and interpret and analyze their data before drawing conclusions. Key elements of the module include profiles of six industry and community leaders – including First Nations – who share their individual stories about their connection to the Great Lakes and their commitment towards ensuring its sustainability.

Three OCWA client communities (Wasaga Beach, Lasalle and Petrolia) are participating in the pilot of the module, with approximately 100 students expected to have completed the module by the end of the 2015/16 school year. Early feedback from the pilot has been very positive, with participating teachers reporting that their students were engaged by the module and enthusiastic about the learning.



Students from St. Noel Chabanel School in Wasaga Beach studied and did an art project on the fish of the Great Lakes as part of OCWA's "The Changing Great Lakes" pilot module.

My mom used to pour grease down the drain but when I told her what could happen in our drains she stopped doing it.

Grade 8 student,
OCWA OneWater® Education Program Pilot

"I Don't Flush"

OCWA's "I Don't Flush" awareness campaign encourages the public to dispose of unwanted/unused medications by returning them to pharmacies instead of flushing them down the toilet/sink or throwing them in the garbage. The campaign includes a website (www.idontflush.ca), Twitter feed (@idontflushnews), Facebook page (idontflush.ca) and a public service announcement (PSA) featuring notable Ontarians taking the "I Don't Flush" pledge. The PSA points the public to the website where they can find a pharmacy location, as well as information on other non-flushables, such as fats/oils/grease and household hazardous waste.

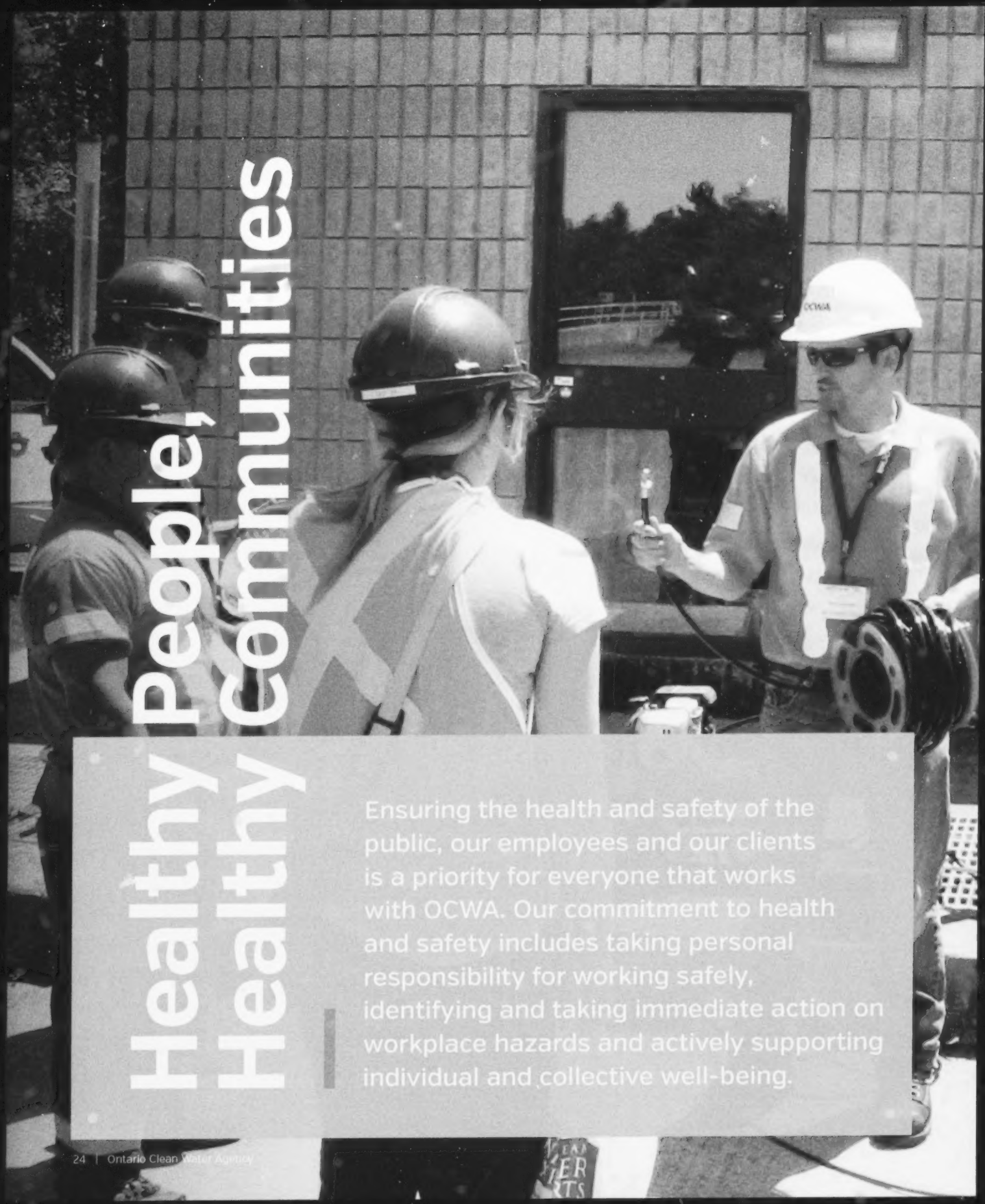
This award winning campaign has been an unqualified success. With a mix of social media, print, television and radio coverage, the PSA was played over 2,000 times across twenty television networks and six radio stations across Canada, leading to a potential media outreach of over 30 million viewers. More importantly, pharmaceutical take-back to pharmacies across targeted regions in Ontario increased by approximately 10% during the length of the campaign, proving that Ontarians are taking the "I Don't Flush" pledge.

"I Don't Flush" – Phase Two

In 2016, OCWA will launch phase two of the "I Don't Flush" campaign, with a creative focus on fibrous personal hygiene products, such as wipes, dental floss, sanitary products and other household items.

The PSA was played over 2000 times across twenty television networks and six radio stations across Canada, leading to a potential

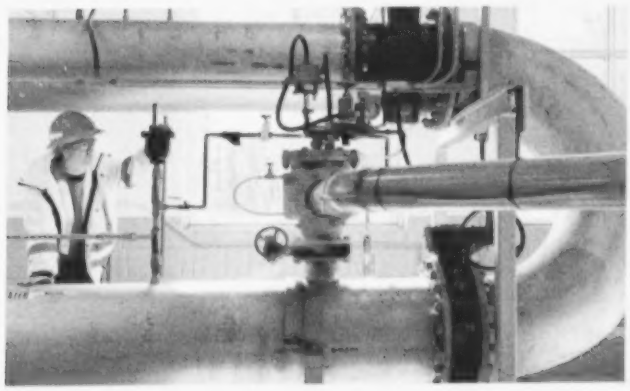
media outreach of over 30 million viewers.



Healthy People, Healthy Communities

Ensuring the health and safety of the public, our employees and our clients is a priority for everyone that works with OCWA. Our commitment to health and safety includes taking personal responsibility for working safely, identifying and taking immediate action on workplace hazards and actively supporting individual and collective well-being.

We are mindful of our responsibilities to help protect public health and the environment and consider the impact that our business decisions may have on the communities and ecological systems that sustain us.



Maintaining Compliant Operations

Water system inspections are conducted annually by the MOECC's Drinking Water Management Division. Inspection results are tracked as one of OCWA's indicators of operational performance. In 2015, OCWA achieved an overall average water system inspection rating of 98.9%, with 74.7% of OCWA water system inspections receiving a rating of 100%.

Meeting wastewater effluent limits detailed in Certificates of Approval is tracked as one of OCWA's indicators of operational performance for wastewater facilities. In 2015, 99% of Agency wastewater facilities achieved 100% compliance with four key effluent parameters (Biochemical Oxygen Demand, *e.coli*, Total Phosphorous, and Total Suspended Solids). Each of these parameters is considered to be an indicator of the overall effectiveness of the wastewater treatment process.

Keeping Our Employees Safe and Healthy

One of the ways in which we track our success in keeping our employees safe from injury on the job is by measuring our Reportable Incident Rate (RIR). This measure tracks the number of employees that have had a recordable injury or illness for every 100 full time employees in our organization. Injuries and illnesses that result in lost time or the need for medical treatment are considered reportable. In 2015, OCWA's RIR was 2.68, a significant decrease over 2014's RIR of 3.79.

Measuring Performance

Overview of 2015 Performance

STRATEGY 1

Growth through New Business in Ontario

STRATEGY

Expanding Our Business with Existing Clients and Attracting New Clients

GOALS

Maintain OCWA's existing client base and expand the scope of services provided to existing clients and attract new clients in the province of Ontario.

RESULTS

- Increased revenue to $175.8M (5.7% above 2014 results).

STRATEGY 2

Increased Productivity, Efficiency and Effectiveness

STRATEGY

Organizing for Growth

GOALS

Implement OCWA's new organizational structure.

RESULTS

- Regional Hub structure announced.
- New Regional Hub Managers hired.
- Additional organizational changes to be implemented in 2016.

STRATEGY

Working Smarter Through the Use of Technology

GOALS

Continue OCWA Tools Evolution Program (OTEP) implementation.

RESULTS

- Process Data Management system implementation completed.
- Work Management System pilot project completed.
- Handheld pilot completed.

STRATEGY 3

Bringing Value to Our Clients, Our Employees and the Community

STRATEGY

Supporting Ontario Water Technology

GOALS

Support the development of Ontario water and wastewater technologies by connecting Ontario technology companies with opportunities to test their solutions.

RESULTS

- 4 full scale technology pilots completed at OCWA facilities.
- Met regularly with WaterTAP, Ontario Centres of Excellence and Southern Ontario Water Consortium staff to review progress on pilot/case study initiatives at OCWA facilities and share news of sector developments.
- Entered into Memorandum of Understanding with Southern Ontario Water Consortium to support the research, development and demonstration of water technologies in Ontario.

STRATEGY

Working with First Nation Communities

GOALS

Support the development of sustainable water and wastewater treatment solutions, including effective infrastructure management, for First Nation communities.

RESULTS

- Provided a variety of services to First Nations client communities, including operational support, training and engineering project management.
- Delivered Hands on Water and Wastewater training session to First Nation operators from approximately 20 First Nation communities.

STRATEGY

Educating Our Communities about the Value of Water

GOALS

Continue implementation of the "OneWater®" and "I Don't Flush" programs.

RESULTS

- OneWater® education program delivered to 800 grade eight students in 16 client communities by the end of the 2015/16 school year.
- "I Don't Flush" public service announcement broadcast more than 2000 times on 20 television channels; campaign resulted in more than 30 million media impressions.
- 10% increase in pharmaceutical take-backs in regions across Ontario.

STRATEGY

Developing Our Future Leaders

GOALS

Develop a pool of qualified successors to fill key positions in the future.

RESULTS

- Potential successors identified for the Executive Management Team and Agency management positions.
- Assessed readiness levels, identified competency gaps for each potential successor and began developing learning plans for each successor to close the gaps.

Board of Directors

as of December 31, 2015

Michael R. Garrett, Chair

Term: June 2008 to June 2016

Michael R. Garrett has extensive experience as a senior executive in the public sector. Mr. Garrett has served in a variety of capacities including: Chief Administrative Officer for the Regional Municipality of York, City Manager for the City of Toronto, Chief Administrative Officer for the Regional Municipality of Peel, Assistant Deputy Minister of the Ontario Ministry of Natural Resources, Program Director for the South Nation Basin and Director of Water Resources with the Metropolitan Toronto and Region Conservation Authority.

John Bergsma, Vice Chair

Term: August 2007 to September 2016

In addition to serving as the Vice Chair on OCWA's Board of Directors, John Bergsma is currently Chairman of the Board of Pioneering Technology Corp. He also sits on the Boards of St. Catharines Hydro Inc. (Vice Chair – Generation) and Horizon Utilities Corp. He served as President of Lennox Canada Inc., President and CEO of Union Gas Limited, President of Massey Ferguson Research Ltd., and Columbus McKinnon Limited. John also served on the Boards of Directors of CFM Corp., various natural gas utilities, pipeline companies and industry associations, including the Executive Committee of the Board of the International Gas Union. John is the past Chair of the Board of the Niagara Health System Foundation and served over 20 years on the Board of Governors of the University of Waterloo, including a term as Board Chair. He also served as Commissioner of Corporate Services for Niagara Region, on the Boards of the Stratford Festival of Canada, Ontario Great Lakes Renewal Foundation, the Canadian Urban Institute, and various United Ways across Ontario.

Debbie Baxter

Term: April 2013 to April 2016

As a Vice President at Deloitte, Debbie works with clients on strategies for Corporate Real Estate, Smart Connected Buildings and the Future of Work. Trained by former United States Vice President and Nobel laureate Al Gore, Debbie is passionate about raising public awareness of climate change. Coming from an operations and technology background, Debbie is also a Chartered Professional Accountant, Certified Management Accountant (CPA, CMA) and holds a Corporate Directors ICD.D designation. Debbie is a recipient of the 2013 Clean50 award and the 2011 Green Living award for Excellence in Corporate Responsibility.

Melanie Debassige

Term: October 2013 to October 2016

Melanie Debassige, principle owner of MSD Management has over 17 years of experience in Aboriginal Economic Development. She is currently employed with the British Columbia Assembly of First Nations as the Chief of Staff. She obtained a Diploma in Native Management and Economic Development from Trent University and a Bachelor of Arts from the University of Western Ontario. She also has a certificate in Economic Development from the University of Waterloo and is a certified Professional Aboriginal Economic Developer with the Council for the Advancement of Native Development Officers. Melanie held the elected position of Councillor with the M'Chigeeng First Nation Chief and Council for eight years and was appointed as a police commissioner with the United Chiefs and Councils of Manitoulin Police Services for seven years. She also holds a position as Director on the Mother Earth Renewable Energy Board that oversees the for-profit wind turbine corporation that is solely owned by M'Chigeeng First Nation. Melanie has also served on the Great Spirit Circle Trail Board of Directors, a not-for-profit destination marketing organization. Melanie was appointed by the Lieutenant Governor to the Ontario Clean Water Agency Board of Directors, a provincial Corporate Crown Corporation in October 2013 where she leads the provincial First Nations Task Force. Melanie completed the Director's Education Program at the Rotman School of Management and is now a certified corporate director. She also has a Master's in Business Administration. Melanie was just recognized by the Canadian Board Diversity Council in the Diversity 50. This nomination recognizes fifty Board ready candidates across Canada.

Elizabeth A. McLaren

Term: November 2010 to November 2016

After a career in the Ontario Public Service that spanned nearly four decades, Elizabeth McLaren retired in 2008. Over the years she held several different senior-level positions, including Assistant Deputy Minister for the Office of the Greater Toronto Area. Immediately preceding her retirement, Ms. McLaren was the Assistant Deputy Minister of the Municipal Services Division in the Ministry of Municipal Affairs and Housing.

Brian Mergelas

Term:
December 2012
to December 2016

Dr. Brian Mergelas offers a proven entrepreneurial record and wealth of expertise in strategic development, operational leadership and financial and relationship management. He has successfully commercialized several new technologies in the global water sector. Dr. Mergelas is presently CEO of Sunwell Technologies and served as the CEO of the Water Technology Acceleration project from 2012-2015.

Gino Nicolini

Term: August 2008
to August 2016

Gino L. Nicolini is retired after a 40 year career in the private sector in Ontario. Mr. Nicolini has served in a variety of capacities, commencing in Toronto as a Project Engineer for Kilmer Van Nostrand Construction Limited and subsequently as owner /President of Val Nicol Construction Limited in Mississauga and since 1980, as owner and President of Nicolini Construction and Engineering Limited in Ottawa. He has served as a member of the landfill Waste Disposal Regulatory Policy Group of the Public Advisory Committee for the City of Ottawa. He has served as President of the Ottawa-Gloucester Rotary Club and currently serves as a member of the Committee of Adjustment for the City of Ottawa. He also serves on the Board of Directors of Multiview, which is a professional services firm that specializes in subsurface Utility Engineering, near surface Geophysics, Infrastructure Inspection and Utility location and mapping in Toronto and Ottawa. Mr. Nicolini earned his Bachelor of Applied Science Degree in Civil Engineering from the University of Waterloo in 1973 and has been a member of the Association of Professional Engineers of Ontario since 1975.

Michael Thorne

Term: June 2013
to June 2016

Michael Thorne is a Municipal Consultant with over 40 years of experience in the planning, operation and construction of water, wastewater and solid waste projects. He spent 15 years with the Ministry of the Environment managing the South Peel Water and Sewage System prior to joining the Municipality of Metropolitan Toronto, where he held a variety of senior positions including the Commissioner of Works with the Metro Works Department. Since then he has provided a variety of consulting services in delivering capital water and wastewater programs for the Regions of Halton, Durham, and Peel and the City of Hamilton. He is currently working with the Region of Halton.

Debra Sikora

Term: January 2014
to January 2017

Debra Sikora has been with the Ontario Public Service for over 26 years and three years ago joined the Ministry of Agriculture and Food and the Ministry of Rural Affairs. In her current role, she is responsible for overseeing the Food Safety and Environment Division to support the vision of Safe Food, Healthy Animals, and a Healthy Environment. Prior to joining OMAFRA Debra was the Assistant Deputy Minister and Chief Administrative Officer with the Ministry of the Environment. Ms. Sikora earned a Bachelor of Applied Science in Geological Engineering from the University of Toronto.

Total director compensation for 2015 was $64,000.

Board Committees

Audit and Finance Committee

Debbie Baxter (Chair)
Brian Mergelas
Gino Nicolini

Compliance and Operational Risk Management Committee

John Bergsma (Chair)
Melanie Debassige
Elizabeth McLaren
Gino Nicolini
Michael Thorne

Governance and Nominating Committee

Deb Sikora (Chair)
Debbie Baxter
John Bergsma
Elizabeth McLaren

Officers of the Agency

as of December 31, 2015

Rob Andrews, President and Chief Executive Officer

Rob Andrews was appointed President and CEO of the Ontario Clean Water Agency on January 6, 2014. Since joining OCWA, Rob and the Agency's Senior Management Team have been working to expand the scope of OCWA's business in the province of Ontario and solidify the Agency's reputation as Canada's premier provider of total water and wastewater solutions. Prior to joining OCWA, Rob was the Chief Executive, Global Water at AECOM, the world's largest water engineering business with annual revenues exceeding $1B USD. Rob's other previous industry experience includes Earth Tech's Executive Vice President, Global Water Projects and Products Division. Rob's project experience includes engineering and project management of many of the largest water and wastewater treatment systems in the world, including Toronto, Peel Region, Boston, New York, Chicago, Washington, San Francisco, Hong Kong, Sydney and London.

Robin Kind, Executive Vice-President and General Counsel

Robin Kind joined the Ontario Clean Water Agency in November, 1994 and was appointed General Counsel in 2003. In December 2015, Robin was appointed as Executive Vice President. Robin's 25 year legal career spans both public and private sector. Prior to joining the Agency, she spent several years with leading national law firms in Toronto practicing in the areas of corporate commercial and environmental law. In addition to her legal and Board responsibilities as General Counsel and Corporate Secretary, Robin also has responsibility for Enterprise Risk Management, Marketing and Communications and Community Outreach. Robin graduated from University of Toronto Law in 1987 and was called to the Bar in 1989.

Dan Atkinson, Vice President, Finance and Corporate Services

Dan Atkinson has been with the Ontario Public Service for over 30 years and joined OCWA at its inception in 1993. One of the Agency's original officers, Mr. Atkinson served as Corporate Controller from 1993 to 2000 and Vice President of Operations from 2000 to 2010. He is a Chartered Professional Accountant, Certified Management Accountant, Certified General Accountant (CPA, CMA, CGA) and holds Bachelor of Commerce and Master of Business Administration degrees. He is also a Chartered Director (C. Dir.) and sits on the Boards of: Moss Park Arena Board of Management (Chair); New Tecumseth Improvement Society (Vice Chair); and the Ontario Lacrosse Hall of Fame and Museum.

Nevin McKeown, Vice President, Operations

Nevin McKeown has been with OCWA since its inception is 1993 and has been with the Ontario Public Service more than 25 years. Mr. McKeown began his career in the Operations group in the South Peel Facilities and held progressively responsible management and oversight positions with OCWA, including Regional Manager, prior to assuming his current role as Vice President, Operations in 2015. Mr. McKeown has led a number of diverse teams and initiatives throughout his career, including the operational integration of $350 million in capital expansion projects at the Peel wastewater facilities. Mr. McKeown is a long-time member of the Water Environment Association of Ontario (WEAO) and the Ontario Water Works Association (OWWA). He holds an Operating Engineer Certificate (Second Class) and a Class Four Wastewater Treatment Certificate.

Bev Mollard, Vice President, Operations

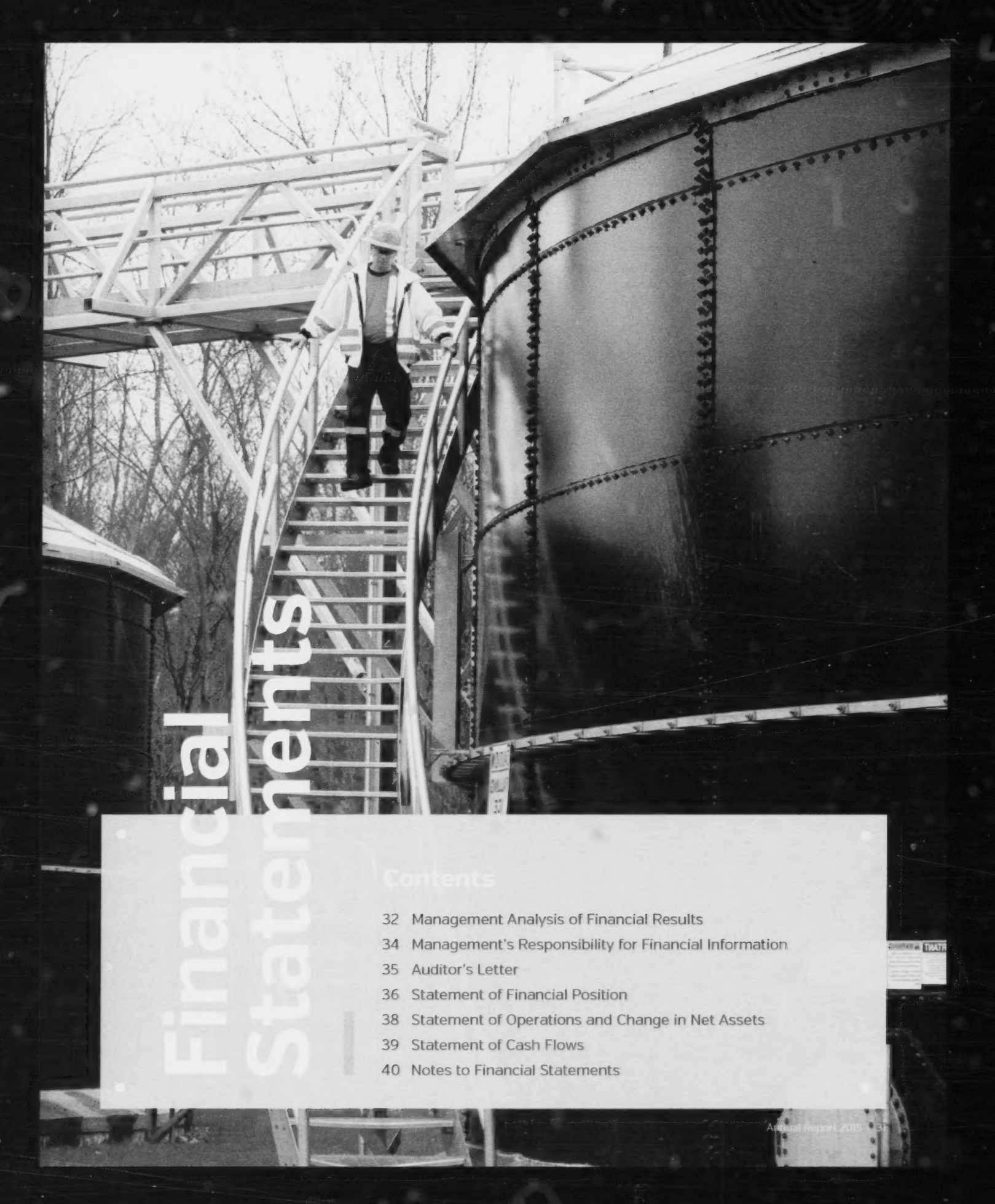
Bev Mollard joined OCWA at its inception in 1993 and has been with the Ontario Public Service for more than 30 years. She has held a number progressively responsible management and oversight positions with the Ministry of the Environment and OCWA, including Regional Manager, prior to assuming her current role as Vice President, Operations in May 2012. Ms. Mollard holds her Canadian Registered Safety Professional Designation and is actively involved with Water Environment Association of Ontario as a member of the Operations Challenge Committee. Ms. Mollard is currently one of the Ontario Directors for the Canadian Water and Wastewater Association (CWWA).

Mohammad Qureshi, Vice President, Information and Information Technology

Mohammad Qureshi joined the Information Technology department at OCWA in 2000. He has held several roles within the Agency, including Manager of Business Solutions and of Infrastructure Services, and most recently as Director, Business Transformation prior to assuming his current role of Vice President, Information and Information Technology in July 2012. Mr. Qureshi holds a Bachelor of Science in Computer Science from the University of Toronto and is ITIL (Information Technology Infrastructure Library) certified. He is also a member of both the CIO Association of Canada and the Municipal Information Systems Association (MISA).

Sandra Witlarge, Controller, Finance

Sandra Witlarge joined OCWA in September 2000 as Manager of Budgets and subsequently became Controller in May 2002. Prior to joining OCWA, she held various financial positions with a large manufacturing company. Ms. Witlarge is a Chartered Professional Accountant, Certified Management Accountant (CPA, CMA), a Certified Fraud Examiner and holds a Bachelor of Administrative Studies degree.



Financial Statements

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39 Statement of Cash Flows
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Management Analysis of Financial Results

Overview

2015 was another year of positive financial results for OCWA, with the Agency realizing a Net Income of $3.6M, 161% higher than in 2014 and well above plan for the year. Contributing factors included strong growth in Total Operating Revenue, particularly in Major Maintenance, combined with cost savings and management of expenses.

The Ontario economy experienced growth in the 2% range despite the challenging global economic environment. As several of the Agency's fixed price contracts are tied to the Consumer Price Index (CPI), revenue increases for fixed price contracts were in the 2.5% range due to continued low inflation rates.

The 2015 Ontario Budget included the province's commitment to provide funding to address the infrastructure challenges of municipalities. OCWA continued to work with clients in 2015, to address infrastructure maintenance and upgrades, resulting in increased Major Maintenance revenue which contributed to Total Operating Revenue growth of 5.3% compared to 2014.

Reduced transportation and fuel costs helped somewhat to compensate for increased cost of imported goods due to the low Canadian dollar. These factors, along with low inflation and management of vacancies contributed to costs savings and Total Operating Expenses increasing by only 3.7% compared to 2014.

Balance Sheet

Net Assets increased by 1.9% to $ 192.6M due to a strong Net Income of $3.6M. OCWA's cash and investment position improved by $5.4M compared to 2014. Total Assets in 2015 were $227.4M. The Agency was conservative in its approach and has fully funded non-pension employee future benefits, resulting in a 14% increase in Current Liabilities. The Agency continues to meet its obligations and strengthen its financial position without the use of debt. As in prior years, the Agency has zero debt.

Revenue

Net growth in Utility operations increased by 6% compared to 2014, comprised primarily of O&M Revenue increases due to inflation and contractual price increases, as well as Major Maintenance Revenue increases from maintenance, upgrades and other out-of-scope services.

While the Agency was successful in retaining the majority of O&M contracts in 2015, client retention levels were lower than expected as clients explore different service delivery options, including operating their own systems. Strong Major Maintenance performance contributed to the overall operating revenue increase and was able to offset terminations and soft new O&M business results.

Fees revenue, comprised of revenues from Engineering and Training services declined by 27.9% compared to 2014 due to lack of demand for project management services and some course offerings.

Management Analysis of Financial Results

Expenses

While OCWA saw an 18% reduction in fuel costs in 2015, several other costs increased, contributing to an overall increase of 5.6% in Other operating expenses.

Chemical costs increased by 4% through a combination of usage volume and price increases. The establishment of multi-year contracts with suppliers minimizes OCWA's exposure to market volatility and ensures a reliable supply of the products over the course of the term of our fixed price contracts. Some client contracts are also negotiated to allow for flow-through of chemical costs, which reduces OCWA's exposure to chemical price fluctuations. During 2015, the Agency re-tendered 70% of process chemical contracts using the Request for Proposal process. The supply of process chemicals remained stable over the past year, thereby minimizing pressure on prices.

Cost related to bio-solids haulage increased by 4.2% in 2015. Several bio-solids contracts will expire in 2016, which will allow OCWA to re-tender the purchase of this service and potentially obtain reduced bio-solids haulage prices once vendors incorporate lower fuel prices.

OCWA's insurance costs remain competitive due to the bulk purchase of this service. Compared to 2014, insurance costs increased by 7% primarily due to increase in insurable values and revenues impacting property and liability premiums respectively.

OTEP amortization costs increased by 2.6% compared to 2014. In addition, maintenance support agreements have increased as new and upgraded information technology tools are implemented, thereby contributing to the increased Other Operating expenses.

Salaries and benefits increased by 1.3% due to efforts to fund future employee benefits, pay for certification for Operations staff and adjustments to non-bargaining compensation.

Investment Income

OCWA's Financing Revenue is comprised of income from short term and long-term investments, over-night cash balances and interest on investments receivable for water and wastewater facilities.

Due to a fall in oil prices and the resulting weakening of the Canadian economy, the Bank of Canada reduced interest rates twice in 2015. Lower interest rates resulted in a 13.3% decrease in investment income compared to 2014. Commercial banks have been conservative with their interest rate estimates and the expectation is that interest rates will continue to remain low in the foreseeable future.

Management's Responsibility for Financial Information

OCWA's management and Board of Directors are responsible for the financial statements and all other information presented in this annual report. The financial statements have been prepared by management in accordance with Canadian public sector accounting standards.

OCWA is dedicated to the highest standards of integrity in its business. To safeguard assets, the Agency has a sound set of internal financial controls and procedures that balance benefits and costs. Management has developed, and continues to maintain, financial and management controls, information systems and management practices to provide reasonable assurance of the reliability of financial information in accordance with the bylaws of the Agency. Internal audits are conducted to assess management systems and practices, and reports are issued to the Executive Management Team.

The Board of Directors ensures that management fulfills its responsibilities for financial and internal control. The Board of Directors and the Audit and Finance Committee of the Board meet quarterly to oversee the financial activities of the Agency and at least once a year to review the financial statements and the external auditor's report and recommend them to the Minister of the Environment and Climate Change for approval.

The Auditor General has examined the financial statements. The Auditor General's responsibility is to express an opinion on whether the financial statements are presented fairly in accordance with Canadian public sector accounting standards. The Auditor's Report outlines the scope of the Auditor's examination and opinion.

Rob Andrews
President and Chief Executive Officer

Dan Atkinson
Vice President,
Finance and Corporate Services

Toronto, Ontario
APRIL 7, 2016

Office of the Auditor General of Ontario
Bureau du vérificateur général de l'Ontario

Independent Auditor's Report

To the Ontario Clean Water Agency,
the Minister of the Environment and Climate Change,
and the Minister of Finance

I have audited the accompanying financial statements of the Ontario Clean Water Agency, which comprise the statement of financial position as at December 31, 2015, and the statements of operations and change in net assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Ontario Clean Water Agency as at December 31, 2015 and the results of its operations, change in its net assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

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www.auditor.on.ca

Toronto, Ontario
April 7, 2016

Bonnie Lysyk, MBA, CPA, CA, LPA
Auditor General

Statement of Financial Position

As at December 31, 2015

(in thousands of dollars)

	December 31, 2015	December 31, 2014
Assets		
Current assets:		
Cash and short-term investments (note 3a)	**43,418**	44,594
Accounts receivable, net		
Municipalities and other customers (note 3b)	**22,890**	20,823
Ministry of the Environment and Climate Change	**19**	82
Harmonized sales tax receivable	**1,995**	1,850
Prepaid Expenses	**506**	352
Current portion of investments receivable for water and wastewater facilities (note 2)	**612**	826
	69,440	68,527
Non-current assets:		
Investments in term deposits (note 3a)	**28,366**	21,827
Investments receivable for water and wastewater facilities (note 2)	**856**	1,434
Loan receivable – Ontario Infrastructure and Lands Corporation (note 3c)	**120,000**	120,000
Tangible Capital Assets, net (note 4)	**8,721**	9,834
	157,943	153,095
Total Assets	**227,383**	221,622

Statement of Financial Position

As at December 31, 2015

(in thousands of dollars)

	December 31, 2015	December 31, 2014
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	**18,094**	16,306
Current portion of employee future benefits (note 8a)	**4,757**	3,747
	22,851	20,053
Long-term liabilities:		
Employee future benefits (note 8a)	**11,948**	12,571
Net Assets	**192,584**	188,998
Contingencies and Measurement Uncertainty (note 1e)		
Total Liabilities and Net Assets	**227,383**	221,622

see accompanying notes to financial statements

On behalf of the Board

Director

Director

Statement of Operations and Change in Net Assets

For the year ended December 31, 2015

(in thousands of dollars)

	December 31, 2015	December 31, 2014
Utility Operations Revenues:		
Utility operations	**172,033**	162,306
Fees	**2,463**	3,415
Total Operating Revenues	**174,496**	165,720
Operating Expenses:		
Salaries and benefits (note 8a and note 8b)	**72,947**	72,031
Other operating expenses	**97,464**	92,294
Amortization of tangible capital assets	**2,930**	2,855
Total Operating Expenses	**173,341**	167,180
Excess (deficiency) of revenue over expenses – Utility Operations	**1,155**	(1,460)
Interest from investments and loans receivable	**2,473**	2,852
Excess of revenue over expenses	**3,628**	1,392
Net Assets, opening balance	**188,998**	187,627
Adjustment to Net Assets (note 6)	**(42)**	(20)
Net Assets, ending balance	**192,584**	188,998

see accompanying notes to financial statements

Statement of Cash Flows

For the year ended December 31, 2015

(in thousands of dollars)

	December 31, 2015	December 31, 2014
Cash Provided by (used for) Operating Activities		
Excess (deficiency) of revenue over expense-Utility Operations	**1,155**	(1,460)
Items Not Affecting Cash		
Amortization of Tangible Capital Assets	**2,930**	2,855
Increase in future employee benefits expense	**1,140**	1,963
	5,225	3,358
Changes in non-cash operating working capital		
Accounts Receivable	**(2,149)**	1,202
Prepaid Expenses	**(154)**	131
Accounts Payable and Accrued Liabilities	**1,788**	450
Legislated Severance	**(753)**	(1,594)
	(1,268)	189
Net Cash Flows from operating activities	**3,957**	3,547
Cash From Investing Activities		
Interest	**2,473**	2,852
Principal Repaid on Loans	**792**	821
(Increase) decrease in non-current Term Deposits	**(6,539)**	1,892
Net cash flows from investing activities	**(3,274)**	5,565
Cash Used in Capital Activities		
Tangible Capital Assets Acquired	**(1,817)**	(3,703)
Cash Used in Financing Activities		
Changes in Net Assets	**(42)**	(20)
(Decrease) Increase in Cash and Short-Term Investments	**(1,176)**	5,389
Cash and Short-Term Investments, Opening Balance	**44,594**	39,205
Cash and Short-Term Investments, Closing Balance	**43,418**	44,594

Notes to Financial Statements

December 31, 2015

GENERAL

The Ontario Clean Water Agency (The "Agency") was established on November 15, 1993, under the authority of The Capital Investment Plan Act, 1993 (the "Act").

The Agency's objects include:

(a) assisting municipalities, the Government of Ontario and other persons or bodies to provide water and sewage works and other related services by financing, planning, developing, building and operating those works and providing those services;

(b) financing and promoting the development, testing, demonstration and commercialization of technologies and services for the treatment and management of water, wastewater and stormwater;

(c) carrying out the activities described in clauses (a) and (b) in Ontario and elsewhere in a manner that protects human health and the environment and encourages the conservation of water resources; and

(d) with respect to activities described in clauses (a) and (b) that are carried out in Ontario, carrying them out in a manner that supports provincial policies for land use and settlement.

The Agency is exempt from Federal and Provincial income taxes.

1. SIGNIFICANT ACCOUNTING POLICIES

The Agency is classified as a government not-for-profit for financial reporting purposes. These financial statements are prepared by management in accordance with Canadian public sector accounting standards for provincial reporting entities established by the Canadian Public Sector Accounting Board. The significant accounting policies are as follows:

(a) Cash and Short-term Investments

Cash and short-term investments, including a portfolio of bonds, are recorded at cost. Accrued interest is recorded in accounts receivable. Bonds are expected to be held until maturity.

Notes to Financial Statements

December 31, 2015

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(b) Tangible Capital Assets

Major capital expenditures with a future useful life beyond the current year are capitalized at cost. Tangible Capital Assets are amortized on a straight-line basis as follows:

Computer Software	2-7 years
Information Systems	7 years
Furniture and Fixtures	5 years
Automotive Equipment	4-20 years
Computer Hardware	3-7 years
Machinery and Equipment	5 years
Leasehold Improvements	Life of the lease

(c) Revenue Recognition

Revenue on contracts with clients for the operation of water and wastewater treatment facilities based on a fixed annual price is recognized in equal monthly amounts as earned.

Revenue on contracts with clients based on the recovery of costs plus a percentage markup or recovery of costs plus a fixed management fee is recognized at the time such costs are incurred.

Revenue for additional work for clients outside the scope of the operations and maintenance contract, such as capital repairs on equipment, is recognized when the costs are incurred, and normally includes a pre-determined markup on cost.

(d) Financial Instruments

A financial instrument is an asset that will ultimately be settled in cash.

All financial instruments have been valued at cost, which approximates fair value.

The financial instruments consist of cash and short-term investments, accounts receivable, investments receivable, bond portfolio, term deposits, loans receivable, accounts payable and accrued liabilities, and employee future benefits.

Notes to Financial Statements

December 31, 2015

1. SIGNIFICANT ACCOUNTING POLICIES (cont'd)

(d) Financial Instruments (cont'd)

A Statement of Remeasurement of Gains and Losses has not been prepared because all financial instruments are valued at cost and there are no changes in fair value to record.

(e) Measurement Uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenues and expenditures for the period. Significant items subject to such estimates and assumptions include the amortization expense, accrued liabilities and employee future benefits. Actual results could differ from management's best estimates as additional information becomes available in the future.

2. INVESTMENTS RECEIVABLE FOR WATER AND WASTEWATER FACILITIES

These investments represent the outstanding principal portion of amounts receivable from clients for capital expenditures undertaken by the Agency on their behalf, and recoverable operating costs, if any, not billed.

The investments receivable are supported by agreements that bear interest at rates between 5.97% and 10.52%. Scheduled principal repayments of the investments are as follows:

(12 Months Beginning January)	*(in thousands of dollars)*
2016	612
2017	573
2018	227
2019	26
Thereafter	30
	1,468
Less: Current portion	(612)
	856

2. INVESTMENTS RECEIVABLE FOR WATER AND WASTEWATER FACILITIES (cont'd)

In August of 1999, the Agency entered into a loan agreement to finance the construction of a water pipeline, which was completed in May 2000. The outstanding loan balance including accumulated interest was $18.6 million at December 31, 2005. The Agency has recognized the loan as fully impaired and accordingly the loan amount of $18.6 million has been reflected in an allowance for loan impairment.

Other than as described in this note, there are no other provisions established for investment receivables.

3. FINANCIAL INSTRUMENTS

(a) Cash and Investments

The Agency has $71.8 million invested in bank balances, term deposits and a bond portfolio as follows:

	(in thousands of dollars)
Bank Balances	5,425
Short term bonds (coupon rates 1.816% to 4.90%)	5,269
Term deposits due within a year (Interest rates 1.45%-2.25%)	32,724
Cash and Short-Term Investments	43,418
Term deposits due within two years (Interest rates 1.70%-2.01%)	28,366
	71,784

The fair value of the bank balances and term deposits approximates carrying value and the fair value of the short-term bond portfolio is $5.2 million.

3. FINANCIAL INSTRUMENTS (cont'd)

(b) Credit Risk

The maximum exposure to credit risk consists of the total of cash and short-term investments, accounts receivable, investments in term deposits, investments receivable and loans receivable.

The Agency is exposed to low credit risk because receivables are due from municipalities and payment is usually collected in full. Credit rating reviews are performed for non-municipal clients. All bank balances and short-term investments are held by large Canadian chartered banks.

A breakdown of the accounts receivable from municipalities and other customers is as follows:

	(in thousands of dollars)
0-60 days	21,852
61-90 days	279
91-120 days	440
121-150 days	55
More Than 151 days	264
Total Net Accounts Receivable Municipalities and Other Customers	22,890

An account receivable is considered to be impaired when dispute resolution has failed and the account is forwarded to legal counsel for further action. At December 31, 2015, one account was considered impaired. The outstanding balances totaled to $0.1 million (2014 - $0.3 million). Net Accounts Receivable includes an Allowance for Doubtful Accounts which is based on a provision for 25% of Accounts Receivable aged greater than 60 Days. The Agency believes that this policy mitigates the risk of incorrect provision.

3. FINANCIAL INSTRUMENTS (cont'd)

(c) Cash Flow Risk

The Agency has extended a $120 million loan to Ontario Infrastructure and Lands Corporation which matures on March 1, 2023 with a variable interest rate set at four basis points below the average monthly Canadian Dollar Offered Rate. It also has term deposits and bank balances that are sensitive to the prevailing interest rates. As a result, it is exposed to a cash flow risk related to the fluctuations in interest rates.

(d) Other

The Agency is exposed to low risk for electricity and chemical costs because most of the contracts are structured to pass these costs through to the customer.

Other than as described in these notes, the Agency is not exposed to any additional currency, liquidity or other price risk on its financial instruments.

4. TANGIBLE CAPITAL ASSETS

(in thousands of dollars)	*Cost*	Accumulated Amortization	**Net December 31, 2015**	Net December 31, 2014
Computer Software	7,657	2,782	**4,875**	5,082
Information Systems	5,718	4,272	**1,446**	1,897
Furniture and Fixtures	208	122	**86**	79
Automotive Equipment	5,009	4,630	**379**	680
Computer Hardware	4,376	2,981	**1,395**	1,492
Machinery and Equipment	895	544	**351**	369
Leasehold Improvements	383	194	**189**	235
	24,246	15,525	**8,721**	9,834

The Board has approved capital and re-engineering expenditures of up to $14.7 million from fiscal 2012 to 2018 to modernize the Agency's operating and maintenance information technology infrastructure.

5. LEASE COMMITMENTS

Annual lease payments under operating leases for rental of office equipment, premises and vehicles in aggregate are as follows:

	(in thousands of dollars)
2016	2,422
2017	2,235
2018	1,912
2019	1,467
2020	481
	8,517

6. NET ASSETS

When the Agency was first established, the opening net assets were received from the Province of Ontario in the form of the book value of net assets in excess of obligations assumed.

Subsequent adjustments to the opening balance relate to legal costs that were agreed to prior to the establishment of the Agency.

7. CONTINGENCIES

(a) Litigation

The Agency is the defendant in a number of lawsuits that arise in the normal course of business. Most of these claims are covered by insurance after the application of a deductible, ranging from $5,000 to $100,000, depending on when the event giving rise to the claim occurred and the nature of the claim. The outcome of the lawsuits cannot be determined at this time.

7. CONTINGENCIES (cont'd)

(b) Letters of Credit

The Agency has lines of credit with the Royal Bank of Canada for $15 million. As of December 31, 2015, $11.3 million of these lines of credit have been used to provide letters of credit to municipalities in accordance with the terms of their operations and maintenance agreements.

8. RELATED PARTY TRANSACTIONS

(a) Non-Pension Employee Future Benefits

The Agency is responsible for its accrued legislated severance, unpaid vacation, and workers compensation obligations.

The costs of these employee future benefits obligations have been estimated at $16.7 million (2014 - $16.3 million) of which $4.8 million (2014 - $3.7 million) has been classified as current liability. The amount charged to the income statement in 2015 was $1.1 million (2014 - $2.0 million) and is included in salaries and benefits expense in the Statement of Operations and Changes in Net Assets.

Included in employee future benefits obligation is an estimated workers compensation obligation in the amount of $2.6 million (2014 - $2.7 million). This amount has been determined from the most recent available actuarial calculations provided by the Workplace Safety and Insurance Board (WSIB) as at December 31, 2014.

It is management's opinion that the balance at December 31, 2015 will not be materially different. Adjustment to the estimated WSIB obligation cumulative balance, if any, will be made in the year the updated balance is provided by WSIB.

The cost of other post-retirement, non-pension employee benefits is paid by the Province and therefore is not included in the financial statements.

8. RELATED PARTY TRANSACTIONS (cont'd)

(b) Pension Plan

The Agency's full-time employees participate in the Public Service Pension Fund (PSPF) and the Ontario Public Service Employees' Union Pension Fund (OPSEU-PF), which are defined benefit pension plans for employees of the Province and many provincial Agencies. The Province of Ontario, which is the sole sponsor of the PSPF and a joint sponsor of the OPSEU-PF, determines the Agency's annual payments of the funds. As the sponsors are responsible for ensuring that the pension funds are financially viable, any surpluses or unfunded liabilities arising from statutory actuarial funding valuations are not assets or obligations of the Agency. The Agency's annual payments of $4.5 million (2014 – $4.3 million), are included in salaries and benefits in the Statement of Operations and Change in Net Assets.

(c) Other

As a result of the relationship of the Agency with the Province, the following related party transactions exist:

(i) The Agency received revenue of $2.5 million (2014 – $2.6 million) from the Ontario Infrastructure and Lands Corporation for water and wastewater treatment services OCWA has provided. The services were provided at competitive rates similar to those of other OCWA clients.

(ii) The Agency received revenue of $1.7 million (2014 – $2.3 million) from the Ministry of the Environment and Climate Change (MOECC) for water and wastewater treatment services OCWA has provided. The services were provided at competitive rates similar to those of other OCWA clients.

(iii) The Agency received revenue of $0.5 million (2014 – $0.7 million) from the Ministry of the Northern Development and Mines for water and wastewater treatment services OCWA has provided. The services were provided at competitive rates similar to those of other OCWA clients.

(iv) The Agency has a $120 million loan receivable with Ontario Infrastructure and Lands Corporation, as described in note 3c.

(v) The Agency relies on the Province to process its payroll and administer its benefits, and to obtain some internal audit and legal services. The Province absorbs some of these administrative costs.

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